

Coventry City Council
Minutes of the Meeting of Health and Social Care Scrutiny Board (5) held at 11.00
am on Wednesday, 22 October 2025

Present:

Members: Councillor C Miks (Chair)
Councillor B Christopher (substitute for Cllr S Agboola)
Councillor S Gray
Councillor L Harvard
Councillor A Jobbar (substitute for Cllr S Jobbar)
Councillor R Lakha (substitute for Cllr A Hopkins)
Councillor M Lapsa
Councillor B Mosterman

Other Members: Councillors L Bigham (Cabinet Member for Adult Services), G Hayre, (Deputy Cabinet Member for Public Health, Sport and Wellbeing), D Toulson (Deputy Cabinet Member for Adult Services)

Other Persons: Leanne Howatt (Healthwatch)

Employees (by Service Area)

Adult Care, Health & Housing P Fahy, A Staunton

Law and Governance G Holmes, T Robinson

Public Health A Duggal, I Kaur

Apologies: Councillor F Abbott, S Agboola, K Caan (Cabinet Member for Public Health, Sport and Wellbeing), Cllr A Hopkins

Public Business

7. Declarations of Interest

There were no declarations of interest.

8. Minutes

The minutes of the meeting held on 17th September 2025 were agreed and signed as a true record.

There were no matters arising.

9. Improving Lives - Impact on Adult Social Care

The Board considered a report and presentation of the Director of Care, Health and Housing regarding the Local Integrated Teams element of the Improving Lives programme approximately 12 months post implementation and its impact on Adult Social Care (ASC).

The report outlined how the programme launched as a city-wide service in July 2024, integrating urgent response, therapy, adult social care, and community services through the One Coventry Integrated Teams (OCIT). This person-centred approach prioritises supporting people at home, reducing unnecessary hospital admissions, and promoting independence. Key pathways include care at home, reablement beds, and discharge to assess, all enhanced by therapy-first and digital options. The programme has led to a marked reduction in discharge to assess beds and improved outcomes, with staff reporting more efficient, joined-up support. External recognition, including shortlisting for national awards, highlights the programme's innovative partnership working.

Officers drew attention to the post-implementation Health Check carried out by Newton Europe in May 2025 which evaluated the programme's impact on hospital admission avoidance, internal hospital processes, and supported discharges. The review highlighted strong leadership in embedding the Improving Lives model but emphasised the need for sustained focus and effort to achieve and maintain performance targets, noting that behaviour and culture change take time.

Following the Health Check, the team has:

- Reviewed baseline data and targets, particularly for long-term support, with ongoing monitoring through Adult Social Care meetings and OCIT governance.
- Streamlined case transfers from Local Integrated Teams to Adult Social Care.
- Continued monitoring capacity and demand, especially ahead of seasonal pressures.
- Delivered additional staff training and development.

Additional information on the programme was attached as an appendix to the report.

The Cabinet Member and Deputy Cabinet Member for Adult Services, Councillors L Bigham and D Toulson, introduced the item and highlighted the programme's nature as the vanguard of ASC with its focus on dignity being a key driving factor in its success.

Members of the Board, having considered the report and presentation, asked questions and received information from officers on the following matters:

- The quantitative impacts of the programme – less beds being taken up, influence on ASCOF (Adult Social Care Outcomes Framework) figures, and reduced handoffs between departments.
- The use of operational graphs in the report and their ability to present live data and not management narratives.
- Linking the planned delivery of the programme to cost saving metrics – how achieving targets results in a cost saving of £2 million for ASC.

- How the merging of 3 line management structures had led to improved feedback, the sharing of skills and improved working conditions.
- The use of demographics in the data to track health inequalities and protect the most vulnerable groups.
- An explanation of each of the three pathways and their delivery mechanisms – from home support (pathway 1), residential care (pathway 2), and nursing care (pathway 3).
- That the Virtual Beds initiative was separate to this model.
- Feedback from partner organisations and service users and ensuring its inclusion for the next annual report.
- The options available for further improvement, particularly the complexities of changing a service while still having to deliver that service.
- How further staff feedback would help promote programme delivery.

The Cabinet and Deputy Cabinet Member thanked officers for the report and presentation and reiterated the importance of the programme to provide dignity to service users.

RESOLVED that the Health and Social Care Scrutiny Board (5):

- 1. Notes the content of the report and presentation and supports the next steps as identified in the presentation.**

10. Director of Public Health & Wellbeing - Annual Report

The Board considered a report and presentation of the Director of Public Health in which this year's annual report focused on the city's cultural diversity and the health inequalities facing vibrant migrant populations.

As summarised by the Director's annual report, focusing on migrant populations enabled change to happen and provided a platform for improving outcomes in population health and healthcare by reducing health inequalities, prioritising prevention and wider determinants, and making services more effective through greater collaboration and integration.

Officers recognised how Coventry is a city that has long been influenced by migration, with residents hailing from a rich tapestry of backgrounds and cultures. The report examined migrant health and wellbeing including the impact of social determinants of health (e.g. accessibility of healthcare, discrimination, and stigma) and the new and longstanding protective and risk factors that influence migrants' ability to rebuild their lives, integrate and thrive. The narrative recognised that changes to the legal frameworks have had an impact on migrant health, with positive and negative effects. It highlighted that Coventry's experience of supporting migrants contains a range of successful policy and practice that supports integrations. It also noted that continued collaboration across ICS partners (including the voluntary sector), and involving the views of new migrants, was vital for future proofing support and integration pathways.

15 recommendations for action grouped by level of priority were attached as an appendix to the report.

The Deputy Cabinet Member for Public Health, Sport, and Wellbeing, Councillor G Hayre, recognised Coventry's history of welcoming migrants to enrich the city's culture. The Cabinet and Deputy Cabinet Member of Adult Services reiterated these comments, thanked officers for the report and presentation and recognised the importance of engagement for different communities.

Members of the Scrutiny Board, having considered the report and presentation, asked questions and received information from officers on the following matters:

- Coventry's long history of supporting migrants and that established migrant communities were still included as part of the report, recognising those communities may have different needs to those who are newly arrived.
- The support process for minority migrant groups, mapping out faith communities in the city, and the use of grants in the facilitation of this support.
- Directions to UHCW (University Hospital Coventry and Warwick) on public transport being communicated through virtual reality (VR) and its use as an educational tool with benefits for those with neurodiversity.
- The support process for the Positive Youth Foundation which provides tailored intervention for migrant children throughout the school year including booster programs and mental health support.
- The procedure for finding community champions – building on the framework of community connectors following the implementation of HARP (Health Access Refugee Program) to tackle misinformation and mistrust.
- The importance of language skills in migrant integration.

RESOLVED that the Health and Social Care Scrutiny Board (5):

- 1) Notes the findings and recommendations of the Annual Report Public Health 2024 for Coventry.**
- 2) Endorses the recommendations contained in the report.**

11. Work Programme and Outstanding Issues

RESOLVED that the Health and Social Care Scrutiny Board (5):

- 1) Notes the Work Programme with the following amendments:**
 - The meeting due to take place on the 17th December 2025 will now take place at UHCW.
 - The meeting due to take place on the 25th February 2026 will invite Age UK as part of the item on the physical activity update.

12. Any other items of Public Business

The Chair of the Board noted how she was invited to the UHCW Oscars recognising the amazing work done at all levels of health and social care.

(Meeting closed at 12.40 pm)